



Capstone Synthesis Project
UMB Spring 2018

Encouraging Critical Thinking in the East Asian Workplace to Help Facilitate Generational Diversity

Debra Moh



**Encouraging Critical Thinking in
the East Asian Workplace to Help
Facilitate Generational Diversity**



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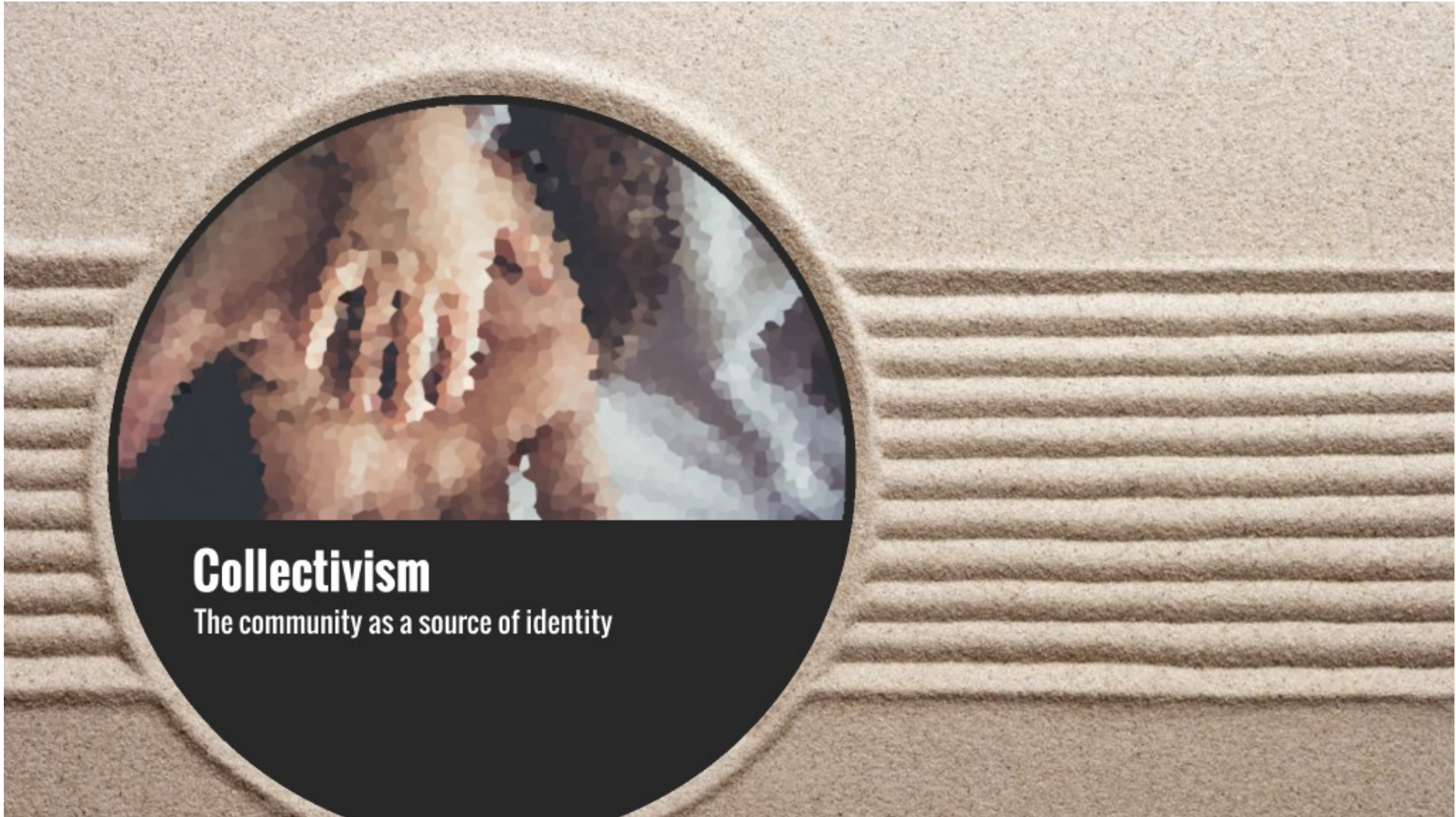






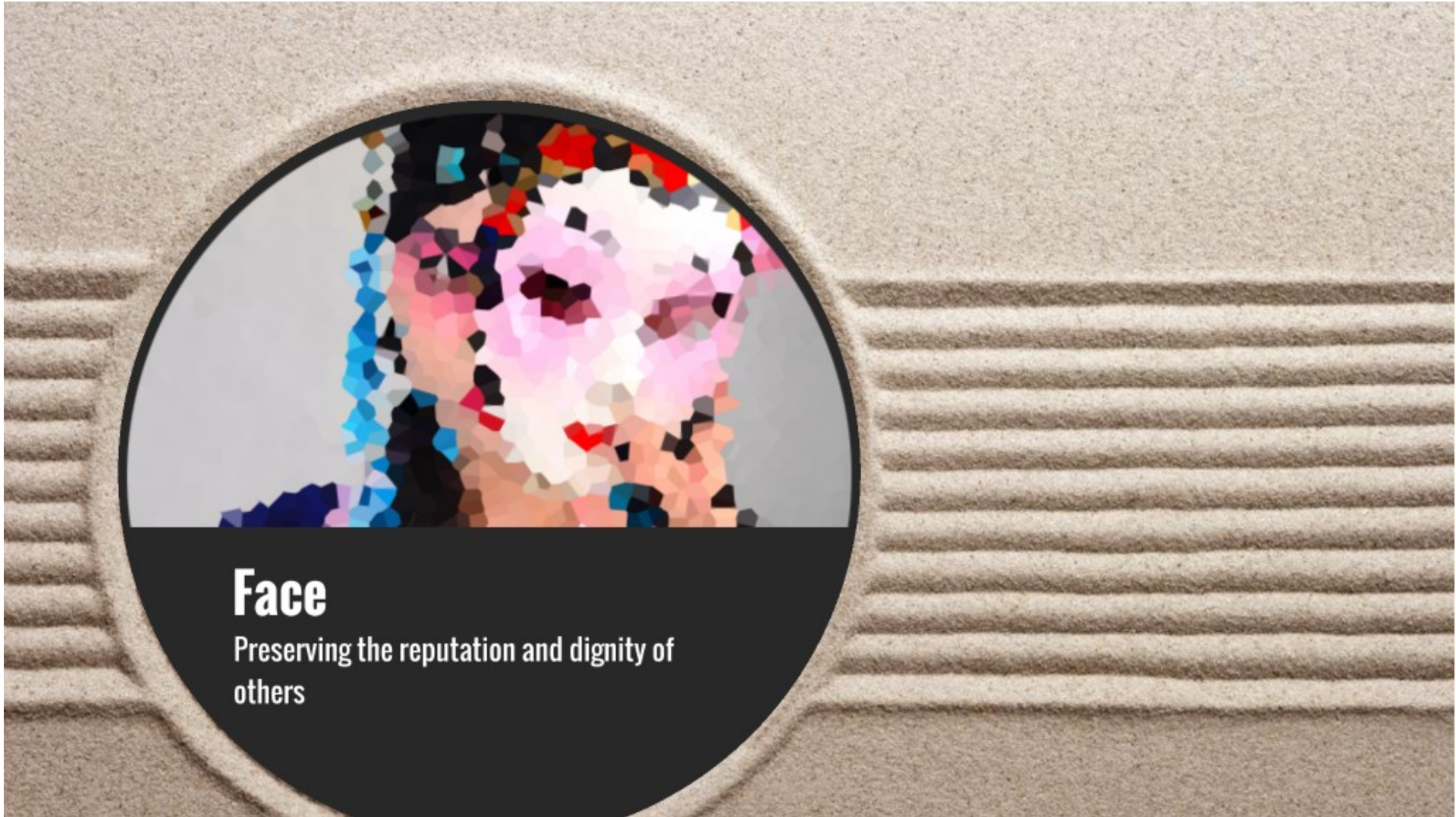
Hierarchy

Through etiquette and customs



Collectivism

The community as a source of identity



**How does this translate
in business culture?**



Decision-Making

Respect for seniority and elders



Authority

Prioritizing status and age



Feedback

Personal sensitivity and preserving dignity

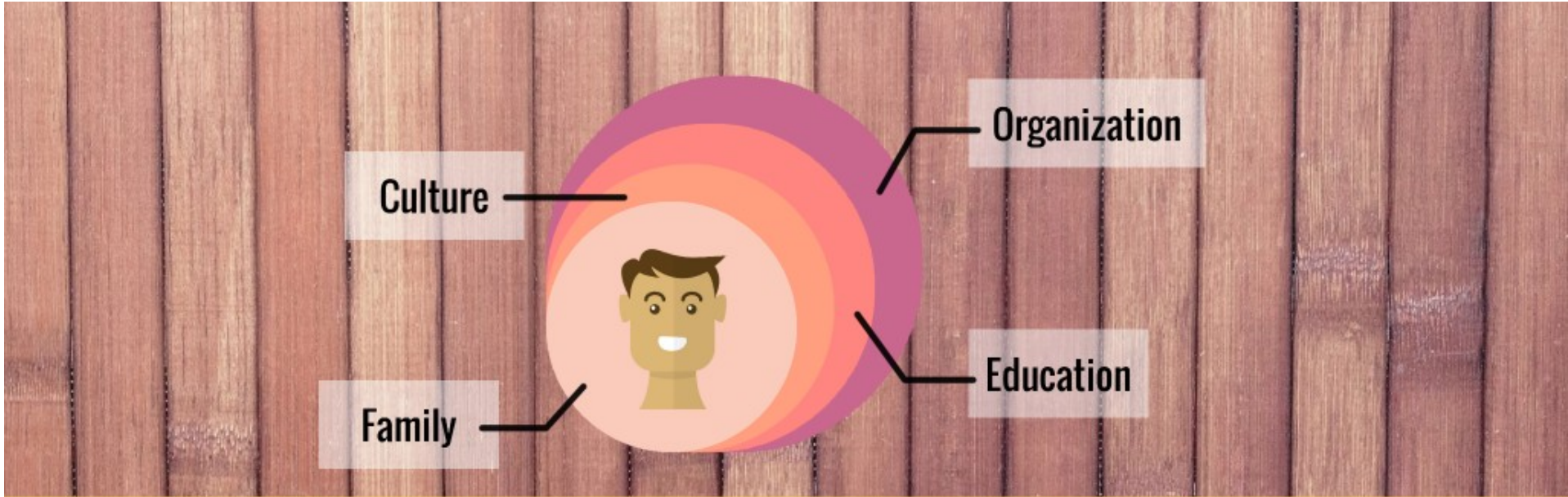


**What is causing the
greater generational
divide?**

**Generational
Theory**

**Work
Environment**

**Domains of
Tension**





Economic Security

Cultural Change

Generations experienced in socioeconomic and political insecurity are likely to embrace modernist survival values as opposed to egalitarianism.

(Ralston, Hallinger, Egri, & Naothinsuhk, 2005)

Changing Work Environment

Globalized and volatile



Knowledge economy

Collaborative platforms

Points of conflict



**Basis of
Judging Work**



**Communication
Styles**



**Career
Expectations**



Critical Thinking as a Facilitation Tool



Engagement



Framework



George Bernard Shaw

"The single biggest problem
in communication is the
illusion that it has taken
place."

The problem in communication

Share similar traits and concerns
Misperception of critical thinking
Creates assumptions



What principles can we integrate for better communication?

Implementing Real Conversations

Knowledge Sharing through Collaboration

Establishing Mutual Respect



Creating a space of inquiry, reflection and non-judgment

The setting of shared meaning

Encouraging self-awareness

Providing opportunity

The problem with meetings...



Opening up themes on neutral grounds

Sharing without imposing

Observation

Appreciative inquiry



Synthesizing critical thinking as a tool

Nuances and considerations

**Critical
Reflection and
Emotions**

**Internalizing
Critical
Thinking**

**Journey of self-
discovery**



The Heart of Critical Reflection in People Management

To lead or to wander?

The importance of structure

Unconscious emotions

A photograph of a pile of multi-colored rice grains (white, brown, and purple) scattered on a dark, textured wooden surface. A dark red circular graphic is overlaid on the left side of the image, containing the title and subtitle text.

Finding the Balance

Critical Thinking as a Journey, Not
an Answer



What does this mean for me?

My journey as a Critical Thinking practitioner in East Asia

To be continued..



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